



Approved For Release 2001/03/22 : CIA-RDP81-00142R000700080002-8

Executive Registry

78-4869

DEPARTMENT OF DEFENSE  
NATIONAL DEFENSE UNIVERSITY  
WASHINGTON, D.C. 20319

DD/A Registry  
78-6952

NDU-P

2 March 1978

CTR Registry  
78-5094

Admiral Stansfield Turner  
Director  
Central Intelligence Agency  
Washington, D. C. 20505

Dear Admiral Turner:

The National Defense University has been authorized again by the Joint Chiefs of Staff to offer a limited number of student spaces in its 1978-79 classes at The National War College and the Industrial College of the Armed Forces to executives from various departments and agencies of the Federal Government. We value very highly participation by agencies outside the Department of Defense, and regret that the number cannot be larger.

It is a pleasure to invite you to nominate one candidate from your Agency for the Industrial College of the Armed Forces and four for The National War College during the 1978-79 academic year. The mission of the Industrial College of the Armed Forces is to conduct senior level courses of study and associated research in the management of resources in the interest of national security in order to enhance the preparation of selected military officers and senior career civilian officials for positions of high trust in the Federal Government. The mission of The National War College is to conduct an advanced course of study and associated research in the domestic and international aspects of national security policy, its development and its implementation, for selected US Government military and civilian officers to enhance their potential for high joint and combined command, executive, planning and staff positions.

To assist you in the selection of personnel to attend the course, attached is a copy of the criteria used by the Department of Defense. On the basis of long experience, these criteria have been framed carefully to provide the University with students who not only meet our formal course requirements, but who also derive maximum benefit from their ten-month participation in our program.

A key part of the learning process at the colleges is the exchange of ideas, knowledge, and experiences among the military and civilian students who represent a variety of agencies and functional activities. This

exchange receives its direction and meaning through the common ground, shared by all students, of interest and career potential pointed toward high-level positions of trust in the national security structure. For civilian students, we feel it is especially important that each nominee be considered by his or her agency as a career executive expected to reach important and highly responsible positions in the future.

Registration for the 1978-79 academic year is scheduled for 14 August 1978, and the courses will last until mid-June 1979. We would appreciate having your nominations by 15 May 1978, to include a personal history of sufficient substance to permit evaluation of his or her qualifications. Clearance for access to Top Secret information is required.

If you have any questions, I would be pleased to discuss them with you. Queries of an administrative nature may be directed by your staff to my Director of Administration and Budget or my Chief, Administrative and Personnel Services Division, whose telephone numbers are, respectively, 693-8208 and 693-8623.

I am confident that the participation of your Agency in our programs will be mutually beneficial, and we at the University look forward to welcoming your representatives.

Sincerely yours,



R. G. GARD, JR.  
Lieutenant General, USA  
President

Incl  
As stated

CRITERIA FOR SELECTION OF CIVILIAN EMPLOYEES OF  
THE DEPARTMENT OF DEFENSE FOR ATTENDANCE AT  
THE JOINT COLLEGES

1. The opportunity of having civilian employees attending the joint colleges affords the Department of Defense (DoD) another means of assuring that key civilian personnel are properly equipped to carry out responsible duties in the Department. It is important that the necessary time and attention, including the endorsement of the candidate by a high-level committee, be devoted to the selection of nominees for this purpose, if the Department is to take full advantage of this opportunity. In the selection, the following criteria will be observed:
  - a. The employee must have an appointment without time limitation and must have a competitive status if employed in the competitive service.
  - b. The employee selected for The National War College or the Industrial College of the Armed Forces must occupy a position in grade GS-15 or above. In a few instances, employees in grade GS-14 who have demonstrated an exceptionally high potential for advancement may be considered for selection. The employee selected for the Armed Forces Staff College must occupy a position in grade GS-12 or above.
  - c. Normally, the employee should be in the age bracket of: (1) 35 to 45 years for The National War College and the Industrial College of the Armed Forces; and (2) 30 to 40 years for the Armed Forces Staff College.
  - d. The employee must have demonstrated a potential for higher level responsibilities in the DoD.
  - e. The employee must have arrived at a point in his career development where the specific educational opportunity offered by each of the colleges is appropriate and desirable for his future development with in the DoD. Careful consideration should be given to the employee's probable future assignments and responsibilities and a judgment made concerning the applicability of the college's program to his development.
  - f. Because of the extremely broad scope of the college courses, employees nominated should have demonstrated a capacity to adjust themselves readily to a variety of substantial fields, to master complex subject matter quickly, and to appreciate the problems and understand the implications involved in economic, political, technological, administrative, and military planning.

g. One of the learning techniques used by the colleges is small group activity. Employees nominated for attendance at one of the colleges should, therefore, have demonstrated an adaptability for work in small groups as an approach to the educational process.

h. The employee should possess the educational background, maturity, and poise to meet on an equal footing with the other military students (Army, Air Force, and Marine colonel and lieutenant colonels, and Navy captains and commanders at The National War College and the Industrial College of the Armed Forces; Army and Marine Corps lieutenant colonels and majors, Air Force majors, and Navy lieutenant commanders at the Armed Forces Staff College) and civilian students of equivalent rank. Possession of a bachelor's degree or its equivalent has been found to be the normal minimum.

i. The employee must have or be able to obtain clearance for access to Top Secret information.

j. The employee must desire to attend the college.

k. In order for the DoD to profit by the investment in personnel who take a course at one of the colleges, only employees who are expected to be available for further service in the DoD upon completion of the course should be nominated. Therefore, an employee nominated for the course must be willing, if selected, to agree to remain with the DoD for a period of not less than 3 years upon completion of the course, or for such a portion of this 3-year period as his services may be required.

1. Deviations from these criteria may be made only in exceptional cases if it is considered to be in the best interests of the DoD, and then only upon approval of head of the DoD component concerned, or his designee for this purpose.

2. In addition to meeting the criteria in 1. above, employees nominated for The National War College must hold a position in, or be associated with or earmarked for association with, an activity in which knowledge of one or more general subjects, such as international affairs, the relation of military policy to foreign policy, military planning, intelligence, joint activities of the Armed Forces, or the general structure and organization of the DoD and other security agencies of the Government, is important.

3. In addition to meeting the criteria in 1. above, employees nominated for the Industrial College of the Armed Forces must hold a position, or have been selected for a later assignment to a position, which entails considerable decisionmaking responsibility in the management of national security resources, including the related economic, social, political, environmental, technological, administrative, and military factors. Further, the employee's position should require him to have an understanding in depth of the principles, policies, operations, and organizations involved in national and international security affairs.

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